**Peace Architecture[[1]](#footnote-1) for Conflict Transformation[[2]](#footnote-2) Framework Project**

**Terminal Evaluation**

**Terms of Reference:**

**Type of contract:** Individual Contractor

**Post Level:** National Consultant

**Languages required:** English

**Start Date:** 25th October 2017

**Duration of Contract:** 25 days spread between October-December 2017.

1. **Organizational Context**

The United Nations Development Programme (UNDP) is the UN’s global development organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP partners with people at all levels of society to build nations that can withstand crisis, drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to empower lives and build resilient nations.

Uganda’s United Nations Development Framework 2016-2020 and the Sustainable Development Goals (SDGs) support the implementation of government development frameworks Vision 2040 and the National Development Plan II (NDP II). All these are geared to propel Uganda to a middle-income nation by 2020. NDP II identifies Inclusive governance as the key catalyst to the achievement of this lofty goal. UNDP is therefore supporting the government of Uganda to address governance challenges and in sustaining peace for sustainable and inclusive development in Uganda to take root.

1. **Contextual Background**

Since her attainment of Independence in 1962, Uganda has undergone various periods of instability, to which thousands of lives have been lost and millions internally displaced. More recently; since the NRM Government took over leadership in 1986, most areas of Uganda have experienced relative peace and stability. This notwithstanding, there has been massive loss of lives and internal displacement of citizens due to the rebel activities of the Lord’s Resistance Army (LRA) in the Northern and Eastern parts of Uganda, and the rebel activities of the Allied Democratic Front (ADF) in the Western part of Uganda.

Following the inconclusive Juba peace processes of 2006 between government and the Lord’s Resistance Army (LRA), and the dividends thereof, the country experienced largely peaceful and stable environment. However, tension, conflicts, and sometimes, crisis that have potential for influencing long term peace and stability continue to occur involving various protagonists. These conflicts manifest largely as ethnic, religious, cultural, economic (including aspects of land and other natural resources), administrative and political especially during election times.

In one of its responses to the situations above, UNDP working with Government of Uganda (GoU) and a host of non-state actors put in place a project- Peace Architecture for Conflict Transformation Framework Project that aims at strengthening institutional mechanisms and frameworks that provide necessary capacities for long-term peace and stability by promoting an environment of internal dialogue; and establishment of institutional mechanisms that promote, enhance and deepen democratic systems of governance.

In sustaining peace for development in Uganda, the project has supported the country to prevent and mitigate conflict through strengthening indigenous structures such as the Elders Forum of Uganda (TEFU), the Women Situation Room (WSR), the Inter-Religious Council of Uganda (IRCU), the National Consultative Forum (NCF), the Inter-party organisation for dialogue (IPOD) and the Citizens’ coalition for Electoral Democracy in Uganda (CCEDU) to have a “Functional Infrastructure for Peace” in place. These entities have been instrumental in conducting the first ever televised Presidential debates, mediation in hot spots and promoting dialogue among the political class, and the society in general deepening democratic systems of governance. Their reach and influence was instrumental in mitigating widespread conflicts in 2011 and 2016 electoral cycles. As the project comes to an end; the evaluation of what the project has achieved is critical as it would assist in shaping strategies that the country could pursue as part of the efforts to strengthen institutional spaces that promote dialogue and consensus-building in the country thus consolidating peace, democracy and development in Uganda.

**Project Summary**

**CPD Outcome/Expected Country Programme (CP) Outcome:**

Rule of Law and Constitutional Democracy: By end 2020; Rule of Law, separation of power and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice.

**Country Programme (CP) Output**:

Strengthened technical and functional capacities of democracy institutions for enhancing equal participation, accountability, rule of law and access to justice.

**Expected Outputs:**

1. Key selective national stakeholders convened by NCF to influence political reforms agenda of the country;
2. Skills and capacities for internal dialogue amongst members of NCF strengthened;
3. Media and dialogue capacities for TEFU/WSR/IRCU to facilitate policy and governance settlements strengthened;
4. Dialogue and settlements on key policy and governance reforms facilitated by TEFU/WSR/IRCU;
5. Region level peace and conflict transformation forums and management capacities strengthened in 4 sub-national traditional regions of the country;
6. Resources and capacities developed to support implementation of the Peace Architecture initiative; and
7. Electoral process in Uganda strengthened.

**Purpose of the Evaluation**

The purpose of an independent terminal evaluation is to assess the project’s achievements against the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated), and quantify the project’s contribution to the Government of Uganda’s efforts vis-à-vis national and international commitments to global peace and security.

As an integral part of the project cycle, the evaluation will analyze effectiveness, efficiency, relevance, impact and potential for sustainability of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. Findings from the evaluation are expected to be used by UNDP, key stakeholders of the project including the Government of Uganda to consolidate the gains of the previous interventions.

**Objectives and Scope of the Evaluation**

The main objective of the evaluation is to assess project implementation, including how the design of the project has impacted on implementation, results, relevancy, effectiveness, efficiency, sustainability, unexpected effects, and lessons. The subject of the evaluation is the project outcomes and outputs as well as the project processes by highlighting the results, challenges faced, lessons learnt, recommendations, and the impact on peace and conflict issues in the country. The evaluation coverage will include the logic and underlying assumptions upon which the strategy was originally developed, and the implementation strategy that has actually been adopted.

The findings from this evaluation will be used where necessary to improve on design, implementation and management of future projects and interventions. The evaluation will cover:

* Project responsible partners to the project (The Elders Forum of Uganda (TEFU), the Women Situation Room (WSR), the Inter-Religious Council of Uganda (IRCU), the National Consultative Forum (NCF), the Inter-party organisation for dialogue (IPOD), the Citizens’ coalition for Electoral Democracy in Uganda (CCEDU) and the Electoral Commission
* Geographical coverage: Kasese, Bundibugyo, Amuru, Adjumani, Tororo, Masaka, Kayunga and Mbale
* UNDP and other UN agencies within the Governance cluster.

**Approach and Methodology**

The evaluation shall provide evidence based information that is credible, reliable and useful. The lead consultant will identify and/or work with a support team. The support team will be justified in the evaluation approach and methodology to be used. The consultant will ensure the deliverables are realized. The evaluation team will review all relevant sources of information including documents prepared during the preparation phase, the project document, project reports including annual project reviews, project budget revisions, lesson learned /monitoring reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with the project team, government counterparts, the UNDP Country Office, and other key stakeholders. Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; project stakeholders at the national level (NCF, IRCU and TEFU), and the regional peace and stability forums in the 4 traditional regions of the country, etc. Additionally, the evaluation team is expected to conduct field missions to geographical areas indicated above.

The evaluation will specifically assess the following aspects of the project:

**Project Concept and Design**

The evaluation will assess the project concept and design, and the relevance of indicators and targets set for the project, insofar as they have impacted on the achievement of project targets. The evaluation will review the problems addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives.

**Implementation**

The evaluation will be facilitated by Independent consultant and undertaken in a highly participatory manner using appropriate appraisal techniques. Desk reviews, interview with key informants, focus group discussions with primary and secondary beneficiaries of the project are recommended for validation of results and outcome in the field.

Implementation of the project in terms of quality, timeliness of inputs, efficiency and effectiveness of activities carried out will be evaluated. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated.

While assessing a project’s results, the final evaluation will seek to determine the extent of achievement and shortcomings in reaching the project’s objectives as stated in the project document and also identify any alterations if any and whether or not those changes were approved and implemented.

**Project Outputs and Outcomes**

The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely replication of project results. This will encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation will assess the extent to which implementation of the project has been inclusive in delivering to the intended or targeted beneficiaries, as well as examining any significant unexpected outcomes.

The evaluation and its findings are expected to be evidence-based. It is recommended that a ratings matrix be used to rank objectives according to the level of attainment of expected results and outputs, as well as rating of elements of project management.

**Evaluation questions**

In order to achieve the purpose/objectives of this evaluation, the evaluation should address the following questions:

1. Assess the relevance and appropriateness of the project design to the achievement of project results as well as the contribution to peace efforts in the country as well as towards UNDAF and UNDP Country Programme document?
2. To what extent have project key objectives, goal and project specific outputs and outcomes been achieved? What were the unintended consequences of this project?
3. What relationships and partnerships were most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of direct and tangential partnership arrangements of the project with stakeholders in delivering project objectives?
4. To what extent were the project financial resources available and appropriately utilized? Appraise the value for money in the utilization of resources?
5. Assess the role of the project in contributing to gender concerns/equality and the empowerment of youth and women?
6. What project sustainability measures were put in place and what factors are likely to affect project sustainability? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

Overall the evaluation should analyze lessons and propose recommendations on aspects that have contributed or hindered the attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation.

The evaluation should provide well formulated lessons to inform future investment peace and development issues in Uganda. The final evaluation report should include examples of good practices from other projects within the focal area, country and region where applicable.

**Expected deliverables**

The following deliverables/products are expected from the evaluation team:

* Inception report including detailed methodology;
* Field work debriefing before draft report writing;
* Draft evaluation report;
* Presentation/validation to UNDP and the key stakeholders (responsible parties);
* Final evaluation report (that should include video clips and pictures illustrating project experiences and lessons learnt)

**Composition, Skills and Experiences of the Evaluation Team**

**Composition**

The evaluation will be undertaken by a lead national consultant. The consultant will be responsible for forming a support team, as appropriate to his/her approach.

The consultant must be independent and impartial of both the policy-making process and the delivery and management of assistance to the project. The consultant should not have been engaged in the activities to be evaluated, or responsible in decision-making roles for the design, implementation or supervision of the project. Consultant is expected to be impartial and will present a comprehensive and balanced appraisal of the strengths and weaknesses of the project and activities being evaluated.

**Required Skills and Experience for Consultant**

* Master’s degree in Peace and Conflict Studies, Development Studies, International Relations or related social science fields with a minimum of 5 years’ experience in project and programme evaluation;
* Minimum of 5 years proven and practical work experiences of working on peace and conflict issues with a bias towards Uganda;
* Substantive knowledge of participatory M&E processes is essential.
* Experience in the evaluation of projects, if possible with UNDP or other UN development agencies and major donors, is required.
* Excellent English writing and communication skills. Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.

**Competencies:**

* Demonstrated expertise and experience on terminal evaluation of programmes/ projects and other strategic programme documents;
* Excellent analytical skills and strong commitment to sharing expertise and experience in order to develop capacity of others, and work as a member/advisor of a team;
* Strong communication skills; able to communicate effectively with people and able to write concisely and make presentations in a simple non-technical manner;
* Excellent analytical, organizational and negotiation skills. Ability to demonstrate tact and diplomacy

**Duties and Responsibilities**

The consultant will have overall responsibility for the work and operation of the evaluation.  The consultant is responsible and accountable for the production of the agreed products including the following:

* Review of documentation to be provided by the project;
* Conducting fieldwork and interviewing of stakeholders, national and local government officials, and the beneficiary communities to generate authentic information and opinions;
* Writing and compilation of the information and reports as needed;
* Presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders;
* Finalization of the terminal evaluation report.

**Time-Frame for the Evaluation**

The evaluation will be carried out within 25 days, including delivery of products as listed under expected deliverables above. The assignment will take effect from the date of signing of the contract, as follows:

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| **Deliverables / Outputs** | **Expected Duration** | **Review and Approvals** |
| 1. Submit a detailed inception report and meet UNDP team | 2 days | UNDP M&E Specialist and Peace and Development Advisor, Team Leaders of Rule of Law and Constitutional Democracy, Peace and Security for Systems Resilience programmes and the Project Manager |
| 1. Undertake field mission  * Kasese, Bundibugyo, Amuru, Tororo, Masaka, Kayunga, Mbale and Adjumani | 10 days  (field based) |
| 1. Undertake Kampala based interviews | 5 days  (Kampala) |
| 1. Prepare and present draft report | 6 days  (Kampala) |
| 1. Submit final report | 2 days |

The Evaluation team shall present an Inception report within one week of signing the contract.

**Responsibilities and Logistics**

The consultant shall work under the supervision of UNDP’s M&E Specialist and closely with the, Peace and Development Advisor, Team Leaders Rule of Law and Constitutional Democracy, Peace and Security for Systems Resilience and the Project Manager, Peace Architecture Project.

The draft evaluation report shall be presented to UNDP and key stakeholders within the agreed time frame. Comments and feedback from all stakeholders should be incorporated into the final version of the report.

The consultant shall submit the final evaluation report to the UNDP’s M&E Specialist for certification of completion of work. The consultant will have the responsibility for the quality and timely submission of the deliverables to the UNDP Country office.

1. UNDP will provide logistical support to the consultant in the form of a vehicle for up-country project visits, and an accompanying project officer, if required.

The selected consultant will be expected to adhere to a code of conduct (Statement on Ethics), and conduct him/herself according to the expected ethical standards.

**Application procedure**

**Price Proposal and Schedule of Payments**

A lump sum payment, in three tranches, shall be made upon successful completion and certification of work done as indicated in this Terms of Reference.

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| **Payment Releases** | **Percentage** | **Timing**  (after contracting) |
| Upon submission of an Inception report, with detailed work plan for the assignment | 20 | 2 days |
| Upon submission of draft report and presentation | 30 | 23 days |
| Upon Submission of final report | 50 | 25 days |

**Evaluation Method and Criteria**

**Cumulative analysis**

* The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:
  + Responsive/compliant/acceptable, and;
  + Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:
    - Technical criteria weight; - 70%;
    - Financial criteria weight; - 30%.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

**Technical Criteria – Maximum 70 points**

**Criteria**

* Relevant degree: 10
* A minimum of 5 years’ relevant work experience: 15
* Relevant experience in the evaluation of technical assistance projects: 30
* Familiarity with integrated/multi-sectoral development in the field of peace, conflict and development in Uganda: 15

**Documents to be included when submitting the proposals**

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| Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:   * Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP (Annex II). * Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references. * Technical proposal: * Brief description of why the individual considers him/herself as the most suitable for the assignment * A methodology, on how they will approach and complete the assignment * Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II) |

ANNEXES *(to be downloaded from UNDP Uganda Website, procurement notices section:* [*www.undp.or.ug*](http://www.undp.or.ug)*):*

* ANNEX I- Individual Contractor General Terms and Conditions
* ANNEX II –Offerors Letter to UNDP Confirming Interest and Availability for the Individual Contractor Assignment

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This TOR is approved by: [*indicate name of Approving Manager*, *only for internal purposes.]*

Signature

Name and Designation

Date of Signing

1. The word Peace Architecture is still an evolving concept within the peacebuilding and conflict transformation field. Critically, it is about strengthening institutional mechanisms that can act as preventive strategies for conflict and crisis and thus lays the foundations for long term peace and stability. Within the UN system, emphasis is given to the socio-cultural, historical and political context within which such mechanisms are strengthened/developed, thus addressing country’s unique needs is priority. [↑](#footnote-ref-1)
2. The word conflict transformation is used from the perspective of strengthening necessary capacities at different levels of governance to ensure peace and stability. [↑](#footnote-ref-2)